Implementation Of Job Analysis in Collega Group

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Article Information	Abstract
	This research aims to conduct a job analysis at Collega Group to understand the duties and responsibilities of each job by compiling a standardized job description and job specification document. job analysis is carried out using a combined method, namely the questionnaire method and the interview method used to collect primary data, which is then analyzed using the Miles and Huberman model by reducing data, presenting data and drawing conclusions/verification. The results of this job analysis process are 39 job description documents and job specifications that can be used as a basis for recruitment, training, and evaluation of employees in the future, with the hope of increasing efficiency in human resource management and quality of service to consumers at Collega Group. Despite limitations in data collection, this research makes a significant contribution in strengthening the company's human resource management.

INTRODUCTION

The food and beverages industry is projected to be one of the mainstay sectors that can sustain Indonesia's economic growth (Kementrian Perindustrian Republik Indonesia, 2017). Many business units can be pioneered in the food and beverages industry, one of which is the coffee shop business unit which has tripled from 2016 to 2019 (Danang Sugianto, 2019). This increase has led to intense competition, because the choices given to consumers are increasingly diverse. Coffee shop owners are required to be able to increase competitiveness, one of which is by paying attention to the quality of service provided to consumers. The quality of human resources is one of the factors to be able to support the quality of these services.

Collega Group is one of the businesses engaged in the food and beverages industry sector, which was established on March 10, 2019 in Garut, West Java, with its first business unit, Collega Coffee. For approximately five years, Collega Group has continued to develop its business and managed to have a new business unit, namely Warung Kopi Gulapadi. The two business units have an impact on the increasing number of human resources needed to be able to run the Collega Group business and a human resource management system is needed to manage it.

One of the supporting factors of human resource management is corporate culture. Corporate culture is a feature that is the main differentiator between one company and another, a competitive advantage and the most powerful factor in the company that becomes the capital of the company's success (Susiolo, 2018).

Organizational culture in the company can be observed to see how management treats its employees, provides services to consumers and how communication between superiors and subordinates.

The OCAI (Organizational Culture Assessment Instrument) is a tool used by the author to identify aspects of the role of human resource management that need to be prioritized and optimized at Collega Group. Based on the results of pre-research conducted with OCAI, it is shown in Figure 1.
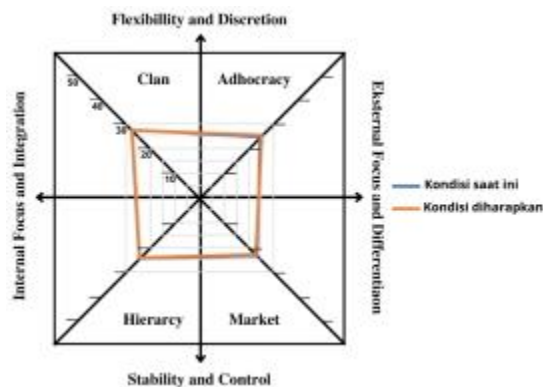

Figure 1. Collega Group OCAI Radar Chart
Source: Data processed by the author, 2022

Current and expected conditions show that the most dominant culture at Collega Group is the clan culture. The OCAI results were verified through discussions with the owner and CEO (Chief Executive Officer) and Collega Group employee representatives (back-office). Based on the results of the discussion, it is known that there is a gap between the OCAI results and the CEO's expectations regarding corporate governance that is more structured, has formal rules and policies, and order between divisions, by implementing a hierarchy culture without eliminating the clan or family culture within the division. This is in line with the restructuring carried out by the CEO in 2022 to create this order. The restructuring was carried out by centralizing office administrative processes (such as HR, marketing, and finance) and controlling each business unit to be more structured and systematized from each position level.

The restructuring was done by adding new position levels and placing several employees in managerial positions (department managers and division heads). Employees who get promoted are employees who have a track record of working very well and subjective assessment from the CEO. The subjective assessment in question is an assessment based on the results of thoughts and discussions between the two CEOs, without any definite and specified criteria. However, in reality, the placement carried out is not in accordance with expectations and job qualifications. Some employees do not understand and do not know the exact work targets. This is because when the employee is promoted, the employee has experience in his field of work well, but not with the experience of being a leader or in other words, the employee must learn again from scratch to become a good leader in his field. The restructuring also led to the phenomenon of concurrent positions, namely some employees and owners who hold two or three positions until now.

Employees' lack of understanding of job targets is supported by documents regarding the description of the responsibilities of each position given which are still

general in nature, namely only containing the main tasks that must be done from the department or division, not from the position in the department or division. This reflects that existing positions have not been effective in carrying out their duties and the lack of a sense of innovation and initiative from employees.

These phenomena are also felt by the owner, who sees that the function and role of an existing position is not optimal after restructuring, due to the promotion of positions and newly created positions. The impact of this phenomenon is that it is difficult to measure performance or evaluate positions, which are needed for promotion activities. Therefore, there is a need for a business solution to be able to help employees and CEOs and interested parties (such as HR, and department managers) in clarifying the description of the responsibilities of each position and the qualifications of a person required from each position in the Collega Group.

The purpose of this project-based research is to formalize human resource management in order to clarify the boundaries of duties, authority and responsibilities of each position, and outline the requirements for occupying positions at Collega Group in a formal and standardized form by conducting a documented job analysis.

Job analysis is an activity carried out systematically and regularly to study, collect, and record information or facts related to a position (Moekijat, 2021). The preparation of job analysis is important to minimize the irregularity of changes in human resource behavior into a structured form (Talukder, 2014). The structured form of job analysis is what makes its design must be done systematically to meet specific needs. The result of the job analysis process is a proposed job description and job specification that has been approved by the company (Sukwadi & Oktevany, 2016).

RESEARCH METHOD

This project research uses a descriptive qualitative method/approach that emphasizes the nature/occurrence/phenomenon/social phenomenon of an object. This position analysis project uses Dessler's theoretical approach, because the stages presented are in accordance with the conditions and needs of Collega Group as a food and beverages company that is still developing.

1. **Stage Identification of the Use of Position Analysis Information**

    The first stage is to determine the objectives and uses of the position analysis project implementation so that it is focused and the results obtained are in accordance with the needs of the Collega Group based on the challenges being faced. A meeting was held with the owner, where the results of the meeting obtained the purpose and use of the results of the position analysis to provide an understanding of the duties and responsibilities of each position, as well as a basis for recruitment, training and evaluation activities. The information obtained from job analysis is to form job description documents and job specifications at Collega Group.

    Furthermore, the preparation of the format of the job description and job specification document. Writing the format of job descriptions and job specifications is based on Dessler's theory. Then the document is adjusted to the needs and requests of the owner as well as the CEO and HR, Legal & Relations Staff of Collega Group. This is intended to make it easier for employees to read and understand the document. The following is the format design of job

descriptions and job specifications that the author made with reference to Dessler's theory.

Table 1. Format Design for Job Descriptions and Job Specifications

COLLEGA Group	DESKRIPSI JABATAN		
	Kode Jabatan	Tanggal Ditetapkan	Jumlah Halaman

IDENTIFIKASI JABATAN			
Nama Jabatan		Lokasi Jabatan	
Divisi Jabatan		Diawasi Oleh	
Mengawasi		Melapor Kepada	

KEDUDUKAN JABATAN PADA STRUKTUR ORGANISASI

RINGKASAN/TUJUAN JABATAN

TUGAS DAN TANGGUNG JAWAB JABATAN

HUBUNGAN KERJA JABATAN	
Internal	Eksternal

SPESIFIKASI JABATAN	
Jenis Kelamin	
Usia	
Pendidikan Formal	
Pengalaman Kerja	
Sertifikasi Kerja	
Kemampuan Diri	
Kompetensi	

Kota, Tanggal – Bulan - Tahun	
Disusun oleh	Disetujui oleh
Nama lengkap	Nama lengkap
Gelar jabatan yang membuat	Gelar jabatan yang menyetujui

Source: Data processed by the author, 2023

The method used by the author to assist the position analysis process at Collega Group is a combined method according to Moekijat (2021) which consists of job questionnaires and interviews. This method was chosen based on

the needs of existing positions in the Collega Group organizational structure which has 2 sections, namely the back-office section and the operational section.

The job questionnaires method is used to describe in writing about the position being analyzed, the results will provide an overview or background of the position. The method will also help in saving time, especially in analyzing positions in the back-office section. However, the results of the questionnaire method are often incomplete, less organized, and sometimes not in order, and in the process of filling out and processing data there are often misinterpretations. So that it will be complemented by the interview method to informants of each position to get deeper, complete and detailed information. The interview process is semi-structured, so the author has an interview guide, but it does not rule out the possibility for the author to explore questions from the results of the informant's answers.

2. **Background Information Review Phase**

This stage is aimed at collecting information needed as reference material and learning material in understanding each position in the Collega Group. At this stage will collect secondary data information and create job questionnaires and interview guide formats as primary data.

Secondary data used by the author such as profile, vision and mission, and structure of Collega Group This is intended to:
1. Studying the workflow of each position in the organizational structure.
2. Become familiar with the terms used in the position.
3. Being a reference material in identifying the duties of each position and making it a comparison with the findings with the method to be carried out.

The organizational structure of Collega Group is as follows as well as the vision and mission:
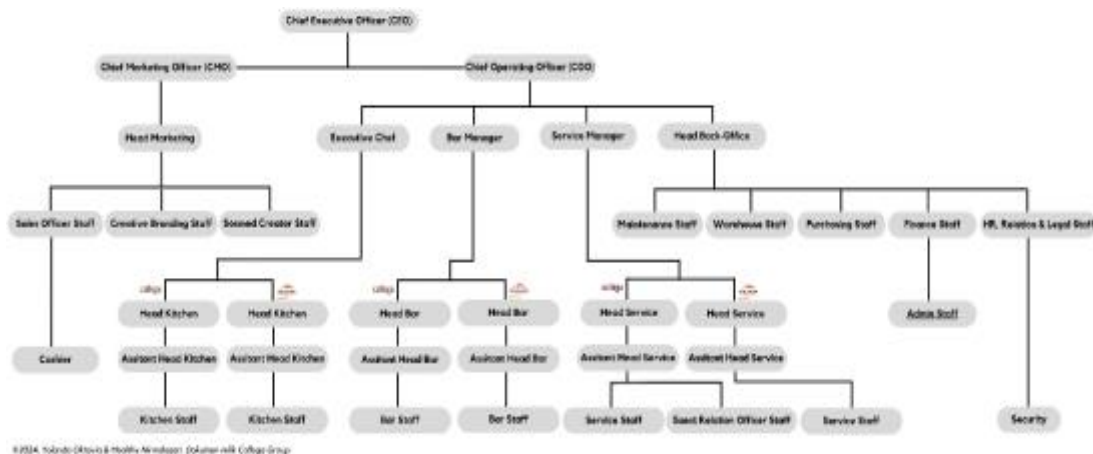

Figure 2. Collega Group Organization Structure
Source: Data processed by the author, 2023

Vision and Mission of Collega Group

The vision of Collega Group is to become the best culinary company in all segments.

The mission of Collega Group is as follows; always make innovations that are solutive, prioritize quality and excellent service, have a motto of better, faster, and cheaper.

After confirming the need for information about Collega Group and its division of labor, it is known that

Table 2. Data on the Total Position at Collega Group

No	Division / Outlet	Total Position
1.	Back-Office (Div. Marketing & Operations)	18
2.	Collega Coffee Outlet	11
3.	Gulapadi Coffee Shop Outlet	10

Source: Data processed by the author, 2023

Primary data will be obtained by the author through a previously agreed combined method, namely the job questionnaires and interview method. Primary data will be used by the author to obtain more accurate and detailed results. The job questionnaires format and interview guideline format are designed as follows.

Table 3. Job Questionnaires Format

COLLEGA Group	**KUESIONER** *(Job Questionnaires)*

IDENTIFIKASI JABATAN	
Nama	
Nama jabatan	
Nama divisi	
Lokasi bekerja (cabang/*outlet*)	
Siapa yang mengawasi Anda?	
Pada siapa Anda melaporkan hasil kerja Anda?	
Siapa yang Anda kontrol atau awasi?	

RINGKASAN/TUJUAN JABATAN	
Apakah tujuan umum dari pekerjaan/jabatan Anda saat ini?	
Uraikan secara singkat apa saja yang Anda kerjakan?	

TUGAS DAN TANGGUNG JAWAB JABATAN	
Apakah yang Anda kerjakan pada posisi Anda saat ini?	
Sebutkan pekerjaan yang harus Anda kerjakan sewaktu-waktu (misalnya dikerjakan 1x seminggu).	

HUBUNGAN KERJA JABATAN	
Dengan unit kerja atau divisi apa Anda berhubungan? Dan untuk tugas apa?	

Dalam menjalankan pekerjaan, Apakah Anda bekerja sama dengan pihak eksternal perusahaan? Siapa saja pihak tersebut? Dan untuk tugas apa?	

SPESIFIKASI JABATAN	
Jenis kelamin apa yang sesuai dengan pekerjaan Anda?	
Menurut Anda untuk dapat melakukan pekerjaan ini minimal dan atau maksimal berumur berapa?	
Menurut Anda untuk melakukan pekerjaan ini, minimal harus memiliki latar belakang pendidikan apa?	
Jika Anda memilih jenjang pendidikan SMK/ D1/ D2/ D3/ S1 dan seterusnya, maka jurusan apa yang cocok untuk mengisi Jabatan Anda saat ini?	
Mengapa jenjang pendidikan tersebut sebagai minimal latar belakang pendidikan yang harus dimiliki?	
Menurut Anda untuk melakukan pekerjaan ini membutuhkan pengalaman dalam bidang apa dan berapa lama?	
Menurut Anda, kursus atau pelatihan apa yang diperlukan untuk menduduki jabatan ini?	
Apakah ada syarat *softskill* khusus dalam menjalankan jabatan Anda? Dapatkah Anda menjelaskannya secara singkat?	

Source: Data processed by the author, 2023

Table 4. Interview Guidelines

COLLEGA Group	**PEDOMAN WAWANCARA** *(Interview)*

PERTANYAAN	JAWABAN
Apa tugas pokok jabatan Anda?	
Bagaimana langkah-langkah Anda menjalankan tugas pokok tersebut?	
Siapa yang akan mengawasi (atasan) dalam menjalankan tugas pokok Anda?	
Jabatan apa yang Anda awasi dan berapa staf (bawahan Anda)?	
Siapa yang menggantikan Anda jika Anda menjalankan tugas?	
Apa indikator suksesnya hasil jabatan Anda?	
Faktor - faktor apa saja yang memberikan sumbangan paling besar bagi suksesnya pelaksanaan jabatan Anda?	
Sebutkan hasil kerja yang Anda peroleh selama melaksanakan jabatan Anda?	
Sebutkan wewenang apa yang Anda miliki sehubungan dengan jabatan yang dibebankan kepada Anda?	
Menurut Anda, untuk menduduki jabatan harus memiliki karakteristik seperti apa?	
Untuk dapat menduduki jabatan ini harus memiliki kemampuan dibidang apa?	

Source: Data processed by the author, 2023

3. Stage of Selecting Position Samples

The stage is divided into two parts according to the method used. Determining the sample that will become informants in the position analysis process is aimed at the information needs to be generated and making time efficient. Currently, Collega Group has 60 employees consisting of marketing, back-office, Collega Coffee outlet, and Warung Kopi Gulapadi outlet.

The job questionnaires method was carried out using the entire population of Collega Group employees, which amounted to 60 people. Population itself is a generalization consisting of objects / subjects that have certain characteristics set by the author to study and then draw conclusions (Sugiyono, 2014). The aim is to get a lot of views and information about the workflow of his position at Collega Group in a short and inexpensive time.

The interview method is carried out using purposive sampling technique, which is a sampling technique based on certain considerations (criteria), the determination of respondents is carried out in a deliberate manner so that the sample can represent the population (Sugiyono, 2014). Because the purpose of the interview method itself is to help ensure and complement the information obtained by the job questionnaires method to be more detailed. The criteria for informants in the interview method are Collega Group employees who have worked for 2 years or the longest duration of work in the position, because it is considered to know the intricacies and processes carried out in the position. The list of names of position informants.

Table 5. List of informants

NO	OUTLET	JOB	INFORMANT	GENDER	DURATION OF EMPLOYMENT (*years*)
1		Chief Executive Officer	Informant 1	M	5
2		Chief Operating Officer	Informant 2	M	5
3		Chief Marketing Officer	Informant 3	M	5
4	Marketing Team	Head Marketing	Informant 4	M	5
5		Head Back Office	Informant 5	F	3
6	Back-Office Team	Executive Chef	Informant 6	M	5
7		Bar Manager	Informant 7	M	5
8		Service Manager	Informant 8	F	3
9		Sales Officer Staff	Informant 9	F	3
10	Marketing Team	Creative Branding Staff	Informant 10	M	3
11		SosMed Creator Staff	Informant 11	M	3
12		Maintenance Staff	Informant 12	M	3
13		Finance Staff	Informant 13	F	3
14		HR, Legal & Relation Staff	Informant 14	F	3
15	Back-Office Team	Purchasing Staff	Informant 15	M	3
16		Warehouse Staff	Informant 16	M	3
17		Admin Finance Staff	Informant 17	F	3
18		Security	Informant 18	M	5
19		Head Kitchen	Informant 19	M	4

NO	OUTLET	JOB	INFORMANT	GENDER	DURATION OF EMPLOYMENT (*years*)
20	Collega Coffee	Assitant Head Kitchen	Informant 20	M	4
21		Kitchen Staff	Informant 21	M	4
22		Head Bar	Informant 22	M	4
23		Assitant Head Bar	Informant 23	M	4
24		Bar Staff	Informant 24	M	5
25		Head Service	Informant 25	M	3
26		Assitant Head Service	Informant 26	M	3
27		Service Staff	Informant 27	M	3
28		GRO Staff	Informant 28	M	3
29		Cashier	Informant 29	F	3
30	Warung Kopi Gulapadi	Head Kitchen	Informant 30	M	4
31		Assitant Head Kitchen	Informant 31	M	3
32		Kitchen Staff	Informant 32	M	3
33		Head Bar	Informant 33	M	3
34		Assitant Head Bar	Informant 34	M	3
35		Bar Staff	Informant 35	M	3
36		Head Service	Informant 36	M	3
37		Assitant Head Service	Informant 37	M	4
38		Service Staff	Informant 38	M	3
39		Cashier	Informant 39	F	3

Source: Data processed by the author, 2023
Note: Informant data confidential, F : Female, M : Male.

4. Stage of Analyzing Position

This stage is the core activity of this research project, namely the author will implement the design that has been made in the previous stage. The first activity carried out is the implementation of the job questionnaires method by distributing questionnaire documents and providing an explanation of how to fill them out.

The data and information obtained from the job questionnaires method were studied, categorized, and understood the functions, duties, responsibilities and specifications of each position. The results of the data and information obtained were not optimal, there were still employees who filled it in carelessly and incompletely, but there were also employees who filled it in very well, explaining the sequence of work details. Then the data and information were compiled as reference material for digging deeper information using the interview method. The next activity is to dig deeper information, as well as verify the results of the author's previous findings by conducting in-depth, individual, and semi-structured interviews with informants.

The results of data and information from the combined method between the job questionnaires method and the interview method were processed using the Miles and Huberman model by reducing data, presenting data and drawing conclusions/verifying (Sugiyono, 2014). Data reduction is carried out both during the job questionnaires method and the interview method by understanding, classifying, and sorting the data to be used, then the data is presented in narrative form in tables, and temporary conclusions are drawn, so that a draft job analysis of Collega Group is formed.

5. **Stage of Verification of Position Analysis Information with Related Parties**

The draft position analysis that has been made enters the verification stage of position analysis information, namely the data collected is verified or tested for validity with superiors and employees of related positions (Dessler, 2020). At this stage, to test the credibility of the draft position analysis, an agreement (member check) is requested with expert sources using the triangulation technique, which is a collection technique that combines various collection methods and sources (Sugiyono, 2014). This verification exercise also aims to obtain responses from employees and leaders regarding duties and responsibilities in accordance with the facts on the ground. Job analysis records facts about the activities performed and the criteria required (Moekijat, 2021).

Verification of job analysis information is carried out using triangulation techniques, namely by comparing or checking the draft job analysis to test its credibility. According to Sugiyono (2014), there are triangulation techniques and source triangulation. At this verification stage, the source triangulation technique was used because it was in accordance with the conditions of the Collega Group, considering that the secondary data obtained by the author did not specifically discuss job descriptions and job specifications. Source triangulation was carried out by the author by checking the draft position analysis with the position holder, position supervisor, and HR, Relations & Legal Staff as the position responsible for managing employees at Collega Group. The results of checking with these sources were requested for agreement (member check).

From the verification results, responses were obtained in the form of some managerial job duties can be added in resolving internal and external conflicts and having the initiative to maintain cohesiveness in the team, which refers to minimizing the entry and exit of new employees. In non-managerial positions, there were no significant responses, and it was felt that it was in accordance with the situation in the field.

6. **Stage of Developing Position Descriptions and Specifications**

The stage of preparing job descriptions and job specifications is the stage of filling in documents with data and information that has been obtained previously. After all the data and information obtained is verified, the analyst will compile a job description document and job specifications according to the duties and responsibilities of each position (Dessler, 2020).

The job description document was prepared by the author by taking into account managerial and non-managerial levels. In managerial positions, such as CEO, CMO, COO, Head of Marketing, Executive Chef, Bar Manager, Service Manager, and Head Back Office, the author compiles the duties and

responsibilities in the position description document more loosely because of the wide range of duties and responsibilities of these positions, thus providing an opportunity for these positions to improvise in carrying out the demands of their duties and responsibilities. Meanwhile, for non-managerial or lower positions, the author compiles the duties and responsibilities in the job description document more strictly or in detail, this is intended to clarify the duties and responsibilities that must be carried out.

The job specification document is made by the author in accordance with the human resource needs needed to fill existing positions at Collega Group. Job specification documents can be said to be documents used to predict characteristics and provide information such as the qualities, skills and background required to be successful in carrying out the duties and responsibilities of the position. The author compiled the specifications of each position by describing realistic circumstances, because each position in the Collega Group has different demands for duties and responsibilities.

RESULTS AND DISCUSSION

The result of this project research is the compilation of 39 position description documents and job specifications for Collega Group in accordance with the specifications according to the format in the table. the following are the names of positions that have been analyzed.

Table 6. List Of Documents Resulting From Job Analysis

No	Division / Outlet	Job	Total Position
1.	Back-Office (Div. Marketing & Operations)	Chief Executive Officer, Chief Operating Officer, Chief Marketing Officer, Head Marketing, Head Back Office, Executive Chef, Bar Manager Service, Manager, Sales Officer Staff, Creative Branding Staff, Sosmed Creator Staff, Maintenance Staff, Finance Staff, Hr, Legal & Relation Staff, Purchasing Staff, Warehouse Staff, Admin Finance Staff, Security	18
2.	Collega Coffee Outlet	Head Kitchen, Assitant Head Kitchen, Kitchen Staff, Head Bar, Assitant Head Bar, Bar Staff, Head Service, Assitant Head Service, Service Staff, GRO Staff, Cashier	11
3.	Gulapadi Coffee Shop Outlet	Head Kitchen, Assitant Head Kitchen, Kitchen Staff, Head Bar, Assitant Head Bar, Bar Staff, Head Service, Assitant Head Service, Service Staff, Cashier	10

Source: Data processed by the author, 2024

In a job description and job specification document as shown in Table 1 (*Table 1: Format Design For Job Descriptions And Job Specifications*), there are six main sections that describe the position information. These sections are:

1. Position identity is a section that explains general information about the position, which contains the position code, position name, position location, and position division. In addition, the position identification explains the authority and relationship of the position, such as the position is supervised by, the position supervises, and the position reports to what position.

2. Position in the organizational structure can describe the position of the position structurally both vertically and horizontally.

3. Summary / purpose of the position is a concise description of information about the activities and functions of the position.

4. Duties and responsibilities of the position is a specific description of the activities, duties, and responsibilities of the position that must be done and contain results in accordance with the company's vision and mission.

5. The working relationship of the position is an explanation of the working relationship between the position and other positions and external parties related to the implementation of duties and responsibilities.

6. Job specification is a section that explains the minimum requirements that a position must have in carrying out its duties and responsibilities. Job specifications are prepared based on the theory of Mondy & Noe in Moekijat (2021) which states that job specification documents contain requirements for education, experience, personality traits, and physical abilities. However, in the format the author makes it into several components containing gender, formal education, work experience, work certification, personal abilities, and competencies. This is because it is tailored to the needs of Collega Group and makes it easier to understand.

The document is also accompanied by a brief explanation of human resource management, the flow of the job analysis process, and instructions for filling out the job description and job specification documents. This is intended to provide a brief knowledge of the function of job analysis and if in the future Collega Group will conduct a job analysis again.

CONCLUSION

This project research shows that the practice of job analysis using Dessler's theoretical approach is still relevant and can be implemented. This project research has contributed to the Collega Group by providing assistance to conduct position analysis, there are some limitations, namely in primary data collection, especially in terms of the number of respondents interviewed, namely there are still several positions held by one person, so that the resulting data can be biased between positions occupied. Future research with similar cases is expected to develop or use a more comprehensive position analysis method, to be able to collect more relevant data. As well as for Collega Group to be able to develop position description documents and job specifications in the form of workload analysis, performance appraisal, and development to have a significant impact.

ACKNOWLEDGMENT

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